

*If decision making could easily summarized it would be:*

## **Make sound, smart and thoughtful decisions.**

We know decision making is a complex skillset. Here are a few tips to help you make better decisions:

### **Be curious**

- Do you understand the big picture? What is ‘the why’?
- Have you thought about how this decision will affect you, your team, your fellow employees, the business, and customers? What tradeoffs must be considered when balancing between best and pragmatic decisions?
- Have you consulted others who may have more knowledge or people who may be impacted by your decisions?

### **Consider Company Vision, Purpose, and Values?**

- Is your decision in line with the values, vision, and purpose?
- What tensions are present? Have you found people with other ideas or opinions to help you wrestle with these tensions? Are you using opposing tension as a source for good?

### **Think like an owner**

- If you were (are) a shareholder of this business what short-term, mid-term, and long-term impacts might this decision have?
- What impacts might indecision or inaction have?
- Are you using a method of building better ideas with others?

### **Questions to Ask when Making Decisions**

1. What question are we trying to answer and why are we asking this question?
2. What is the background on the question being asked?
3. What information is needed and where can we get the information?
4. What tools might be useful in making the decision?
5. Who will make the final decision? What balance do we need to find to make effective yet quick decisions in the face of incomplete information? How do we prevent decision-paralysis? Do you have an appropriate sense of speed, urgency, or thoughtfulness and patience?

*Unilateral decision – made by one person without input*

*Unilateral decision with input*

*Group decision (consensus, majority rules, other)*

*Group decision with input*

6. Who will be *directly* impacted by the decision? How can you efficiently and effectively collect input?
7. When does this decision need to be made?
  - Urgent decisions that need immediate attention
  - Philosophical issue that needs time to develop
8. Once the decision is made who needs to know about it? How will the decision be communicated?

*\*\* Consider making your own guide for what “Action Oriented” looks like:*

## **Action Oriented**

### **Unskilled**

- Slow to act on an opportunity
- May be overly methodical, a perfectionist, or risk adverse
- May be afraid and procrastinate hoping something will change
- May not set particularly challenging goals
- May lack confidence to act
- May know what to do but hesitates to act
- May be afraid of the unknown when answers are not easy
- May over-collaborate seeking perfect solutions
- May desire to become over-informed in an attempt to create insulation from blame when the outcomes are difficult or less than desired.

### **Skilled**

- Enjoys working hard
- Is full of energy for the things they see as challenging
- Not fearful of acting with a minimum of planning
- Seizes more opportunities than others
- Is able to label sources of fear, the perils of inaction, and run toward problems

### **Overused skill**

- May be a workaholic
- May push to solutions too early when analysis is available
- May be non-strategic and unable to see a bigger picture of impacts and opportunities
- May overmanage things
- May put busy ahead of important and productive
- May not consult with others or develop better ideas

*Adapted from Lominger FYI*